

**G.S. COLLEGE OF COMMERCE & ECONOMICS (AUTONOMOUS), JABALPUR**

**PG SUBJECT CODE & EXAMINATION MARKS SCHEME**

GRO UP	SUBJECT CODE	SUBJECT	INTERNAL MARKS		EXTERNAL MARKS		VIVA	
			MAX.	MIN.	MAX.	MIN.	MAX.	MIN.
		<b>M.A- (HRA) - I SEMESTER</b>						
	HR101	MANAGEMENT CONCEPTS	25	10	75	30		
	HR102	ECONOMICS and BUSINESS ENVIRONMENT	25	10	75	30		
	HR103	PRINCIPLES OF PERSONNEL MANAGEMENT	25	10	75	30		
	HR104	INDUSTRIAL RELATIONS	25	10	75	30		
	HR105	LABOUR LEGISLATION	25	10	75	30		
		<b>M.A- (HRA) - II SEMESTER</b>						
	HR201	HUMAN RECOURSE MANAGEMENT	25	10	75	30		
	HR202	INDUSTRIAL RELATIONS-II	25	10	75	30		
	HR203	BUSINESS COMMUNICATION	25	10	75	30		
	HR204	RESEARCH METHODOLOGY	25	10	75	30		
	HR205	COMPUTER CONCEPTS & PROGRAMMING	25	10	75	30		
		<b>M.A- (HRA) - III SEMESTER</b>						
	HR301	ORGANISATIONAL BEHAVIOUR	25	10	75	30		
	HR302	INDUSTRIAL PSYCHOLOGY	25	10	75	30		
	HR303	HUMAN RESOURCE DEVELOPMENT	25	10	75	30		
	HR304	BUSINESS LAW	25	10	75	30		
	HR305	PROJECT REPORT					50	20
		VIVA-VOCE					50	20
		<b>M.A- (HRA) - IV SEMESTER</b>						
	HR401	ORGANISATIONAL CHANGE & DEVELOPMENT	25	10	75	30		
	HR402	LABOUR LEGISLATION - II	25	10	75	30		
	HR403	MANAGEMENT INFORMANTION SYSTEM	25	10	75	30		
	HR404	BUSINESS POLICY & STRATEGIC MANAGEMENT	25	10	75	30		
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		VIVA-VOCE					50	20

# **G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

## **Department of Management**

### **M. A. (H.R.A.) - I Semester Syllabus Recommended by Board of Studies**

Session : 2020-21 Onwards

Internal Max. Marks : 25

Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 101 - Management Concepts**

#### **Unit - I**

Process, functions and nature of management. Universality of management. Social responsibility of management. Management as a profession, Professionalisation of management in India.

#### **Unit - II**

Nature and process of planning. Types of plans. Effective planning. Determination of objectives. Management by objectives. Management by exception. Nature, process and types of decision making.

#### **Unit - III**

Theory and principles of organisation. Process of organising. Span of management. Line and Staff relationship. Delegation of authority. Centralization and decentralization.

#### **Unit - IV**

Concept, nature and scope of directing. Principles and techniques of direction. Types and techniques of Co- ordination. Nature, process and areas of control. Various control techniques.

#### **Unit - V**

Understanding Groups and Teams : Concept, Development and Elements of Group, Turning Groups into Effective Teams. Concept of Six Sigma. International Management and Future: Towards a Unified, Global Management Theory.

#### **Books Recommended:**

- 1. Principles and practices of Management by L.M. Prasad**
- 2. Principles and practices of Management by T.N. Chhabra**
- 3. Principles and practices of Management by Sherlekar & Sherlekar**
- 4. Essentials of Management by Koontz & Weihrich**
- 5. Management by Robbins & Coulter**

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**Title of Subject : 102 - Economic and Business Environment**

**UNIT-1 INTRODUCTION**

Concept, Nature and significance of Business Environment - Internal & External, Functioning of an Economic System, Salient features of Capitalism Socialism and Mixed Economy.

**UNIT-2 SOCIAL & CULTURAL ENVIRONMENT**

Social Interests and Values, their implications for Industrialisation and Economic Growth, Ecology and Social Responsibility, Ethics and culture of business.

**UNIT - 3 INDUSTRIAL ENVIRONMENT**

Role of State, Participation in Business, New Industrial Policy and Licensing Policy, Industrial Development during Five Year Plans, Achievements and Failures.

**UNIT-4 ECONOMIC ENVIRONMENT**

Indian Economic System, New Economic Policy, Present Monetary & Fiscal Policies, Multinationals and Government Policy towards them. FERA 1973 & FEMA 1999, MRTP Act 1969.

**UNIT-5 TECHNICAL ENVIRONMENT**

Choice of Appropriate Technology, Problems in selection, Appropriate Technology, Technology Transfer, Import of Foreign Technology and its Adoption. The Information Technology Revolution, Global Business Environment.

**BOOKS RECOMMENDED**

1. Francis Cherunilam : Business Environment.
2. Khera S.S. : Govt. & Business.
3. Amarchand D. : Govt. & Business.
4. Adhikari M. : Economic Environment of Business.
5. Parag Diwan & Agrawal L.N. : Business Environment.
6. K. Aswathappa : Essentials of Business Environment.

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## **Department of Management**

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Min. Marks : 10

Min. Marks : 30

#### **Title of Subject : 103 - Principles of Personnel Management**

##### **Unit - I**

Concept, definition, objectives and functions of personnel management. Process approach to P.M., Principles of PM, Organisation Of Personnel Department, Characteristics & Qualities of personnel manager. Historical development of personnel management.

##### **Unit - II**

Manpower planning. Process and methods of recruitment, selection, induction, promotion, demotion, transfer.

##### **Unit - III**

Training vs Education, Training and Development- Concept, needs. Objectives, importance and types. Identifying training needs. Designing a training programme, Role of Training Manager, Methods, tools and techniques of training. Executive development: process, need and prerequisites of successful development programmes.

##### **Unit-IV**

Wage and salary administration- Nature and purpose. Process. Concept of basic wage, fair & minimum wage. Kinds of wages. Methods of payment. Non-monetary and monetary incentives, rewards.

##### **Unit - V**

Performance Appraisal - Scope and methods. Advantage of Performance Appraisal. Ethics of Performance Appraisal. 360 degrees Performance Appraisal. Potential appraisal : Concept and importance. Difference between Performance Appraisal and Potential Appraisal. Absenteeism and Lay off. Retaining and redeployment. Golden handshake. Voluntary retirement schemes- procedure. Its merits and demerits.

##### **BOOKS RECOMMENDED:**

1. Personnel Management : T N Chabbra
2. Personnel Management : C B Mamoria
3. Personnel Management : Flippo
4. Personnel Management : Singh & Sur
5. Human Relations at work : Keith Davis

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### **Title of Subject : 104 - Industrial Relations**

#### **UNIT - 1**

Concept of Industrial relations & Human relations, Definition of I.R., Historical Development of I.R., Employees psychology & I.R. Elements effecting I. R., Objectives, Approaches & determinants of I.R., Steps for Improving I.R.

#### **UNIT - 2**

Role of Govt. in shaping I.R., Public policies, I.R. in India before & after Independence, Post 1991 Industrial world, Problems of I.R. in developed & under-developed Economies.

#### **UNIT - 3**

Trade Union development, Functions & Objectives, Its structure, Central Trade Union Organisation & its role.

#### **UNIT - 4**

Trade Union Act-1926, Recognition, Verification of Unions, Multiplicity & Politicalisation of trade Union, Leadership management of T.U., Recommendations of National Commission on Labour.

#### **UNIT - 5**

Industrial Democracy, Prerequisites for industrial democracy, Participative Management, Need and Significance of Workers Participation in Management, Effectiveness and Scope of WPM, Workers Participation in India, Findings of National Commission on Labour.

#### **BOOKS RECOMMENDED**

1. Arun Monappa Industrial Relations
2. Pradeep kumar Personnel Management & Industrial Relations
3. R.S. Dawar Personnel Management & Industrial Relations
4. Shrivastava S.C. Industrial relations & Labour Law
5. Pawar S.S. Personnel Management & Industrial relations
6. Panekar, Deodhar & Shankaran Labour welfare, Trade Union & Industrial relations  
(Himalaya publishing House, Mumbai)
7. Mathur J.S. Working Class Movement in India  
(Central Book Depot, Allahabad)

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**Title of Subject : 105 - Labour Legislation**

#### **UNIT- 1**

A brief history of labour legislation in India, Fundamental Rights (Arti. 12 to 32) as provided in part - III of Indian Constitution, Directive Principles of State Policy of Government of India as provided in Indian constitution.

#### **UNIT- 2**

Pre-Independence and Post-Independence Labour policy of Government of India, I.L.O. & Indian Labour, current Labour Problems and Labour Jurisprudence.

#### **UNIT- 3**

Factories Act - 1948

Mines Act-1952

#### **UNIT- 4**

Minimum Wages Act - 1948,

Payment of Wages Act - 1936,

Payment of Bonus Act - 1965.

#### **UNIT- 5**

#### **WELFARE LEGISLATION**

Workmen Compensation Act -1923,

Employees State Insurance Act - 1948,

Employees Provident Fund and Family Pension Act - 1952.

#### **BOOKS RECOMMENDED**

- |                  |                                   |
|------------------|-----------------------------------|
| 1. H.K.Sharan    | Industrial & Labour Laws of India |
| 2. Malik P. L.   | Handbook of Industrial & Labour   |
| 3. Agrawal S. L. | Labour Relations in India.        |
| 4. Balchandani   | Industrial Law.                   |
| 5. V. G. Goswami | Labour & Industrial Law.          |
| 6 S. N. Mishra   | Labour & Industrial Law.          |

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	<b>HR102</b>	ECONOMICS and BUSINESS ENVIRONMENT	25	10	75	30		
	<b>HR103</b>	PRINCIPLES OF PERSONNEL MANAGEMENT	25	10	75	30		
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	<b>HR105</b>	LABOUR LEGISLATION	25	10	75	30		
		<b>M.A- (HRA) - II SEMESTER</b>						
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		<b>M.A- (HRA) - III SEMESTER</b>						
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	<b>HR305</b>	PROJECT REPORT					50	20
		VIVA-VOCE					50	20
		<b>M.A- (HRA) - IV SEMESTER</b>						
	<b>HR401</b>	ORGANISATIONAL CHANGE & DEVELOPMENT	25	10	75	30		
	<b>HR402</b>	LABOUR LEGISLATION - II	25	10	75	30		
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	<b>HR405</b>	PROJECT REPORT					50	20
		VIVA-VOCE					50	20

# **G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

## **Department of Management**

### **M. A. (H.R.A.) - II Semester Syllabus Recommended by Board of Studies**

Session : 2020-21 Onwards

Internal Max. Marks : 25

Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 201 - Human Resource Management**

#### **Unit - I**

Historical development of HRM in the west and in India. Personnel Management Vs HRM. Scope of HRM. HR policy and planning. HR planning ; Concepts and techniques. HR policy :- Definition formulation, implementation and evaluation.

#### **Unit - II**

Job analysis, Job design - Job rotation, Job enrichment, Job evaluation, Empowerment, Supervision meaning. scope of supervision. Principles of supervision. Role of supervisions and middle management in the employee development.

#### **Unit - III**

Time Management, Counselling and Mentoring, Total Quality Management, Career Planning and Development.

#### **Unit - IV**

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Conflict Management, Leadership : Definition, theories and styles, Motivation : Concept, theories and application.

#### **Unit - V**

HR Research, HR Information System. HR budgeting, HR accounting, Need, Scope and Frequency of HR audit.

#### **Books Recommended :**

Human Resource Management	:	Industrial & Labour Laws of India
Human Resource at work	:	Keith Davis
Human Resource Management	:	R.S. Dwivedi
Human Resource Management	:	Dessler
Human Resource Management & Personnel Management	:	K. Ashwatthapa
Human Resource Management	:	Fisher S Shaw
Organizational Behaviour	:	Stephen P Robbins



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#### **Title of Subject : 202 - Industrial Relations-II**

##### **Unit - I**

Misconduct and indiscipline, Grievance Resolution, Machinery handling and settlement, code of discipline, departmental enquiries, Drafting of enquiry report. Its impact on industrial peace.

##### **Unit - II**

Cause of Industrial disputes, Industrial Disputes Act, Preventive measures, i.e. WC, JMC, JCM of disputes, Settlement measures, IR machinery, Evaluation and effectiveness,

##### **Unit - III**

Collective bargaining, wasteful and restrictive work practices, Productivity bargaining, Recent trends in bargaining.

##### **Unit - IV**

Labour welfare meaning, Scope, Importance of Labour Welfare, Agencies for Labour Welfare Works in India, Evaluation & Welfare measures, Labour Welfare Officer, Central Board of Workers Education, Methods of Training, Importance of Training.

##### **Unit - V**

Negotiations with Trade Unions - Skill & leadership qualities, Worker education, ILO and its role in I.R. New trends in I.R. on account of globalisation and privatisation, Future of I.R. in India & World.

#### **Books Recommended :**

- |   |                                 |   |  |
|---|---------------------------------|---|--|
| 1 | Arun Monappa                    | : | Industrial Relations   |
| 2 | Pradeep Kumar                   | : | Personnel Management & Industrial Relations  |
| 3 | R.S. Dawar                      | : | Personnel Management & Industrial Relations  |
| 4 | Shrivastava S.C.                | : | Industrial relations & Labour Law  |
| 5 | Pawar S.S.                      | : | Personnel Management & Industrial relations  |
| 6 | Panekar, Deodhar<br>& Shankaran | : | Labour Welfare, Trade Union & Industrial relations<br>(Bomnay Himalaya publishing House) |
| 7 | Mathur J.S.                     | : | Working Class Movement in India<br>(Central Book Depot, Allahabad)                       |

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South Civil Lines, Jabalpur (M.P.)

**Department of Management**

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Min. Marks : 10

Min. Marks : 30

**Title of Subject : 203 - Business Communication**

**Unit - I**

Communication : Definition, Importance & process of Communication, Channels of Communication, Types of Communication, Verbal & Non-verbal Communication, Formal & Informal Communication.

**Unit - II**

Interpersonal communication, Oral and Written Communication, Pronunciation, Runcuation, Sentence & Paragraph writing, Barriers to communication, Guidelines for effective Communication.

Group discusstions, presentations, Interviews.

**Unit - III**

Intra-Organisational Communication-meetings, seminars, conferences, Memoranda notices, circulars, orders, Agenda and minutes, Report writing, proposal writing periodical publication, staff suggestion & complaints.

**Unit - IV**

Business Correspondence - Essentials of effective, Correspondence, Lay-out of business letters, Enquiries, Replies, Placing and order, Complaint, Collection letters, reminders, status enquires, sales letters, Application for employment, Agency letter.

**Unit - V**

Exter Communication - Press releases & notices, Invitation to tender, bid etc, Press conferences, Exhibition, Launches, Magazines, Brochures, Mail shots & reply, coupons, Telegram, Telex, Fax Messages & electronic mail, Internet & E-commerce.

**Books Recommended :**

- |   |                                    |   |                        |
|---|------------------------------------|---|------------------------|
| 1 | K.K. Sinha                         | : | Business Communication |
| 2 | C.S. Rayudu                        | : | Communication          |
| 3 | Asha Kaul                          | : | Business Communication |
| 4 | M.S. Ramesh &<br>C.C. Pattenshetti | : | Business Communication |

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**Title of Subject : 204 - Research Methodology**

**Unit - I**

Meaning, Objectives and types of research, Research process, Criteria of a good research, Problems encountered by research in India.

**Unit - II**

Defining the research problem Research design - Features of a good research. design, Survey techniques- Census Vs Sampling. Sampling design. Characteristics of a good sampling design. Steps in formulating a sampling design.

**Unit - III**

Methods of data collection. Primary Vs Secondary. Techniques of primary data collection. Difference between a questionnaire and a schedule. Characteristics of a good questionnaire scaling techniques.

**Unit - IV**

Tabulation and analysis. Classification and tabulation of collected data. Statistical devices - ~~Central Tendency, dispersion co-relation and regression.~~

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**Unit - V**

Interpretation and report writing. Techniques of interpretation. Significance of report writing. Layout of a research report. Types of reports - Written and Oral.

**Books Recommended :**

C.R. Kothari	:	Research Methodology
D.D. Sharma	:	Marketing Research
Boyd Jr. Westfall Stasch	:	Marketing Research
Luck Rubin	:	Marketing Research

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### **Title of Subject : 205 - Computer Concepts & Programming**

#### **Unit - I INTRODUCTION COMPUTERS :**

Block diagram, CPU, I/O, ALU memory and control unit, Characteristics of computers, generation & classification, Applications in modern society, (I/O & memory units :- MICR, OMRR, OCR, Bar code, Voice recognition, Printers - Impact & Non - impact printers, floppy, Hard dist, CD Rom, Magnate & Cartridge tapes, DVD, MD.)

Types and need, Computer languages, compilers, & Interpreters, Operating system need, functions & types, Introduction to windows.

#### **Unit - II WORD PROCESSING :**

Meaning, Characteristics, Creating, Editing, Formatting and printing documents, spell checking, Global search and replacement of text using MS-Word, Introduction to Power Point, Preparing business presentations using Power Point.

#### **Unit - III SPREADSHEETS :**

Various parts, Rows, Columns, Cell, Cell entries, Values, Label, Formula, Referencing, Creation, Editing, Printing a worksheet, Application area, Data analysis, Data Filters, Pi-vote Table, Graphical representation of data using MS-Excel.

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#### **Unit - IV DATA PROCESSING :**

Data & information, Business data processing, Field, Record- Record length Files, Master & Transaction files; Files organisation- sequential, random, index files, Introduction to DBMS, Applications in pay-rolls, Inventory, Financial accounting using FOXPRO (Creation, Editing, Structures, Reports sorting & indexing, Searching & updation, SQL (Programming not included)

#### **Unit - V WEB DESIGNING :**

Data communication, Need for computer communication, Networking, E-mail, FTP, Remote login, Introduction to Internet, WWW Advantage of Internet. Introduction to WEB Designing, HTML, Front Page, Preparing & hosting simple WEB Pages using HTML & Front page.

#### **Books Recommended :**

1	V. Rajarraman	:	Fundamentals of computers
2	R.K. Taxali	:	PC Software for windows
3	ABC of Microsoft office	:	T.Mc. Publication
4	R.K. Taxali	:	FOXPRO - 2.6
5	Sinha & Sinha	:	Fundamentals of computers
6	Tata MC Graw Hill	:	MS Windows 98

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	<b>HR303</b>	HUMAN RESOURCE DEVELOPMENT	25	10	75	30		
	<b>HR304</b>	BUSINESS LAW	25	10	75	30		
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## **Department of Management**

### **M. A. (H.R.A.) - III Semester Syllabus Recommended by Board of Studies**

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#### **Title of Subject : 301 - Organisational Behaviour**

##### **UNIT - I INTRODUCTION TO O.B.**

Definition, nature & scope of O.B. Key elements-people, structure, technology & environment. Approaches to O.B. , Models of O.B.

##### **UNIT - II MICRO PERSPECTIVE OF O.B.**

Individual differences-Attitude, Perception, Personality, Values, learning. Behavioural differences, predictability of Behaviour, fundamental, consistency in human behaviour.

##### **UNIT - III INTER - ACTIVE PROCESS**

- a) Inter- personal relations - T.A. & Johari Model
- b) Intra- group & Inter-group behaviour
- c) Types of group-groups & teams.
- d) Group Dynamics - factors
- e) Group decision making

##### **UNIT - IV ORGANISATIONAL THEORY & DESIGN**

Meaning, Structural configurations. Delegation & decentralisation, formalisation, departmentalisation, organisational structure models.

##### **UNIT - V ORGANISATIONAL CULTURE & CLIMATE**

Meaning & definition. How culture is formed, sustained & changed. Organisational effectiveness, nature, approaches, criteria. Learning organisations.

##### **BOOKS RECOMMENDED**

PAPERS 401 & 301 (To be matur..... below each paper)

- |   |   |                              |
|---|---|------------------------------|
| 1. Organisational Behaviour                             | - | Robbins                      |
| 2. Human Behaviour at Work                              | - | J.W. New Storm & Keith Davis |
| 3. Organisational Behaviour                             | - | Fred Luthans                 |
| 4. Organisational Behaviour                             | - | Moorhead & Griffins          |
| 5. Managing organisational change                       | - | V. Nilakant & S. Ramnarayan  |
| 6. Organisational Development                           | - | French & Bell.               |
| 7. Human Resource Management & Organisational Behaviour | - | R.S. Dwivedi                 |
| 8. Organisational Behaviour                             | - | K. Ashwasthappa              |
| 9. A New look Organisational Behaviour                  | - | Biswanath Ghose              |
| 10. Organisational Design & structure                   | - | M. Gangadhar Rao             |
| 11. Organisational Dynamics                             | - | M. N. Mishra                 |
| 12. Organisational Development                          | - | R. K. Bhatia                 |

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Min. Marks : 10

Min. Marks : 30

**Title of Subject : 302 - Industrial Psychology**

- Unit - I** Definition, Nature, Scope, Importance, Problems, Role of Psychology in ~~Industry~~, Foundations of Industrial Psychology, Approaches to Industrial Psychology, History of Psychology.
- Unit - II** Individual Differences, Testing: Definition, Nature, Types, Principles and Development. Psychological testing for Selection and Placement. The Criterion: Definition, Classical View. Requirements, Development and Theory.
- Unit - III** Quality of work life. Approaches to improve Quality of work life. Human engineering and Work study. Accidents and safety.
- Unit - IV** Working conditions. Fatigue, Attitude, Boredom and Monotony, Frustration, Labour Turnover
- Unit - V** Stress Management, Emotions: Theories and applications. Optimism, Emotional Intelligence and Self Efficacy, Morale and Productivity

**BOOKS RECOMMENDED:**

1. Industrial Psychology : Blum and Naylor
2. Industrial Psychology & Organisational Behaviour : Girish Bala Mohanty
3. Industrial Psychology : Ghosh & Ghorpade
4. Industrial & Personnel Psychology : Suri & Chhabra
5. Psychology in Industry : Norman R F Maier
6. Organisational Behaviour : Fred Luthans

0 21

# **G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

## **Department of Management**

### **M. A. (H.R.A.) - III Semester Syllabus Recommended by Board of Studies**

Session : 2020-21 Onwards

Internal Max. Marks : 25

Min. Marks : 10

Main Exam Max. Marks : 75

Min. Marks : 30

### **Title of Subject : 303 - Human Resource Development**

- Unit - I** HRD the emerging concept. Objectives. Needs. Components of HRD. Subsystems of HRD. Principles in designing the HRD systems.
- Unit - II** Motivational aspects of HRD. Task analysis . Career Development Strategies and HRD. Overview of Strategic Interventions.
- Unit -III** Human resource development to improve industrial relations. HRD for trade unions. Developmental supervision. Role of Chief Executive in HRD.
- Unit -IV** Improving Employees Relation Climate, Stress Audit as HRD Mechanism. Structuring of HRD function in Indian Organisations.
- Unit-V** HRD in government and public system. Health and family welfare. Service industry. Education institutions. HRD in other sectors.(Defence, police, voluntary organisations). HRD in R & D organisations.

#### **BOOKS RECOMMENDED:**

1. Strategic Human Resource Development by Srinivas R. Kandula
2. Human Resources Development: Experiences, Interventions, Strategies by T.V. Rao
3. Alternative Approaches And Strategies of Human Resource Development by T.V. Rao, K.K. Venna, A.K. Khandelwal, E. Abraham S J



# **G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

## **Department of Management**

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Session : 2020-21 Onwards

Internal Max. Marks : 25

Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 304 - Business Law**

**UNIT - I** Indian Contract Act. Essentials of a valid contract, Idemnity & guarantee. Bailment and Pledge Quasi - contract. Performance of contract. Discharge of contract.

#### **UNIT - II INDIAN SALE OF GOODS ACT**

- Rights & duties of seller & purchaser ;

- Distinction between sale & agreement to sell, conditions and warranties.

#### **UNIT-III INDIAN PARTNERSHIP ACT**

How partnership is constituted ? Rights and duties of a partner. How and when partnership is dissolved.

- Negotiable Instrument Act - Presentment, Negotiation, Dishonour of negotiable instrument.

#### **UNIT-IV INDIAN COMPANIES ACT, 1956**

What is a Company ? its legal status. How is a company incorporated. Main documents of a company. Doctrine of Ultra vires. Doctrine of Indooore Management.

#### **UNIT-V** Issue, allotment; transfer, transmission, surrender and forfeiture of shares;

Board of Directors, appointment, removal - power and duties of director.

Meetings of company - procedure.

How is legal personality of a company extinguished.

#### **BOOK RECOMMENDED**

1. Chawla & Garg : Mercantile Law
2. D.N. Agrawal : Mercantile Law
3. S.M. Shukia : Mercantile Law
4. M. Adhikari : Economic Legislation
5. S.S. Gulshan : Business Law
6. N.V. Paranjape : Company Law
7. Avtar Singh : Company Law
8. D.F. Mulla : Sale of Goods Act
9. Garg, Gupta & Chawla : Company Law

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South Civil Lines, Jabalpur (M.P.)

**Department of Management**

**M. A. (H.R.A.) - III Semester Syllabus Recommended by Board of Studies**

Session : 2020-21 Onwards

PAPER CODE - 305

	<b>MAX. MARKS</b>	<b>MIN. MARKS</b>
<b>A. PROJECT REPORT</b>	<b>50</b>	<b>20</b>
<b>B. VIVA VOCE</b>	<b>50</b>	<b>20</b>

G.S. COLLEGE OF COMMERCE & ECONOMICS (AUTONOMOUS), JABALPUR

PG SUBJECT CODE & EXAMINATION MARKS SCHEME

GROUP	SUBJECT CODE	SUBJECT	INTERNAL MARKS		EXTERNAL MARKS		VIVA	
			MAX.	MIN.	MAX.	MIN.	MAX.	MIN.
		<b>M.A- (HRA) - I SEMESTER</b>						
	HR101	MANAGEMENT CONCEPTS	25	10	75	30		
	HR102	ECONOMICS and BUSINESS ENVIRONMENT	25	10	75	30		
	HR103	PRINCIPLES OF PERSONNEL MANAGEMENT	25	10	75	30		
	HR104	INDUSTRIAL RELATIONS	25	10	75	30		
	HR105	LABOUR LEGISLATION	25	10	75	30		
		<b>M.A- (HRA) - II SEMESTER</b>						
	HR201	HUMAN RECOURCE MANAGEMENT	25	10	75	30		
	HR202	INDUSTRIAL RELATIONS-II	25	10	75	30		
	HR203	BUSINESS COMMUNICATION	25	10	75	30		
	HR204	RESEARCH METHODOLOGY	25	10	75	30		
	HR205	COMPUTER CONCEPTS & PROGRAMMING	25	10	75	30		
		<b>M.A- (HRA) - III SEMESTER</b>						
	HR301	ORGANISATIONAL BEHAVIOUR	25	10	75	30		
	HR302	INDUSTRIAL PSYCHOLOGY	25	10	75	30		
	HR303	HUMAN RESOURCE DEVELOPMENT	25	10	75	30		
	HR304	BUSINESS LAW	25	10	75	30		
	HR305	PROJECT REPORT					50	20
		VIVA-VOCE					50	20
		<b>M.A- (HRA) - IV SEMESTER</b>						
	HR401	ORGANISATIONAL CHANGE & DEVELOPMENT	25	10	75	30		
	HR402	LABOUR LEGISLATION - II	25	10	75	30		
	HR403	MANAGEMENT INFORMANTION SYSTEM	25	10	75	30		
	HR404	BUSINESS POLICY & STRATEGIC MANAGEMENT	25	10	75	30		
	HR405	PROJECT REPORT					50	20
		VIVA-VOCE					50	20

# **G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

## **Department of Management**

### **M. A. (H.R.A.) - IV Semester Syllabus Recommended by Board of Studies**

Session : 2020-21 Onwards

Internal Max. Marks : 25

Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 401 - Organisational Change & Development**

**UNIT - I** Organisational Change - Meaning, Definition, Scope, Nature of Change, need for change, types of change. O.D. Meaning & definition.

**UNIT - II** a) Resistance to Change - reasons for resistance, Resistance by individuals group & organisation, Overcoming resistance to change - Methods.

**UNIT-III** O.D. process - Phases of O.D. Steps O.D.

O.D. Interventions- problem identification, selection of appropriate intervention. Key interventions. Survey & feedback, sensitivity, training. Action Research, inter-group team building, behavior modeling, third party peace making intervention use of behavioral schemes, review of the efforts made in O.D.

**UNIT- IV** Emerging Trends - Learning organisation, Career planning organisational mirroring under power & policies in organisation, stress management, Relationship management, Transformational change & Transactional change models distinguished, Socio-technical systems.

**UNIT-V** Research in O.D. Future of O.D. Corporate image and leadership. Global scenario. Trans-world organisations. Organisational justice, Global benchmarking in organisational practices, strategies for growth & development. Organisation of tomorrow.

### **BOOKS RECOMMENDED**

PAPERS 401 & 301 (To be matur.....below each paper)

1. Organisational Behaviour - Robbins
2. Human Behaviour at Work - J.W. New Storm & Keith Davis
3. Organisational Behaviour - Fred Luthans

- 4. Organisational Behaviour - Moorhead & Griffins
- 5. Managing Organisational Change - V. Nilkanth & Ramnarayan
- 6. Organisational Development - French & Bell
- 7. Human Resource Management - R.S. Dwivedi

**Organisational Behaviour**

- 8. Organisational Behaviour - K. Ashwasthappa
- 9. A New Look Organisational Behaviour - Biswanath Ghosh
- 10. Organisational Design & Structure - M. Gangadhar Rao
- 11. Organisational Dynamics - M.N. Mishra
- 12. Organisational Development - R.K. Bhatia

**G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

**Department of Management**

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Session : 2020-21 Onwards

Internal Max. Marks : 25

Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 402 - Labour Legislation-II**

**UNIT - I** Industrial Dispute Act - 1947

Indian Arbitration Act - 1960

Trade Union Act - 1926

**UNIT - II** Industrial Employment (Standing orders) Act 1946

Maternity Benefit Act,

**UNIT-III** Bounded labour system Act 1976,

Child Labour (Prohibition and Regulation) Act 1986,

Contract labour (Regulation and abolition) Act 1970

**UNIT- IV** The motor transport worker Act 1961,

Sales promotion employees (Conditions of Service) Act. 1976,

Equal remuneration Act. 1976

**UNIT-V** Apprentices Act. 1961,

Payment of Gratuity Act. 1972,

Public Liability Insurance Act.1991,

Environment (Protection) Act. 1986

**REFERENCES -**

1. Labour and Industrial Law by S.N. Mishra
2. Hand Book of Industrial and Labour Law by P.L. Malik
3. Labour and Industrial Law by V.G. Goswami
4. Industrial Law by Balchandani
5. Industrial and Labour Laws of India by H.K. Sharma

**G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

**Department of Management**

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Session : 2020-21 Onwards

Internal Max. Marks : 25

Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 403 - Management Information System**

**UNIT - I INTRODUCTION -**

Introduction to management information system, an overview, structure of M.I.S., H/W, S/W and communication technology of I.S., Storage & retrieval of data, T.P.S., O.A.S. and I.S. Control functions.

**UNIT - II CONCEPTS -**

Conceptual foundations, decision making process, concept of information, system approach, organisational structure & MIS.

**UNIT-III INFORMATION -**

Information based support systems - support system for planning, control and decision making, support system for financial, marketing, H.R., production decision making.

**UNIT- IV PLANNING MIS -**

I.S. Requirements - developing long range information system plan, strategies for the determination of information requirements, database requirements.

**UNIT-V MIS INTERFACE WITH CUSTOMERS -**

Database design, user interface design, development implementation plan, quality assurance and evaluation of information system.

**REFERENCES -**

1. Management Information System By Davis & Olson
2. Management Information System By Javadekar
3. Decision Support By Davis Michel W.
4. Management Information System By Gordan B. Davis and Margrethe H. Olson
5. Management Information System By Kenneth C. Laudon and Jane P. Laudon

**G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

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Session : 2020-21 Onwards

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Main Exam Max. Marks : 75

Min. Marks : 10

Min. Marks : 30

**Title of Subject : 404. Business Policy & Strategic Management**

**UNIT - I Introduction to business policy and Strategic Management :**

Introduction to business policy, Evaluation of business policy as a discipline. Nature, Importance, purpose and objectives of business policy. Conceptual foundation of business policy. Understanding strategy. Defining strategy, Levels at which strategy operates. Types of Planning systems.

An overview of Strategic management, Nature of strategic decision making, Approaches to strategic decision making. Patterns of Strategic behaviour, Process of strategic management. Strategies and role in strategic management.

**UNIT - II Mission and purpose. Business definition, Objectives and goals.**

Environmental appraisal - Concept of environment, Components of environment, Environmental scanning, Appraising the environment, Organisational appraisal : Dynamics of internal environment, Organisational capability, Factors considerations in organisational appraisal, Methods and techniques used for organisational appraisal, Structuring organisational appraisal.

Strategic alternatives : Grand Strategies, Mordernisation strategies, diversification integration strategies, Mergers, takeovers and joint ventures strategies, Divestment and liquidations strategies combination strategies.

**UNIT-III Strategic Choice : Process of Strategic choice, Corporate portfolio analysis, SWOT analysis, Subjective factors in strategic choice, Contingencies Strategies, Strategic Plan.**

Activating Strategies, Interrelationship between simulation and implementation, Issues in strategic implementation. Project implementation. Procedural implementation. Resource allocation.



**UNIT- IV** Behaviour implementation : Leadership implementation, Corporate culture. Corporate politics and use of power, Personal values and business ethics, Social responsibility and strategic management.

**UNIT-V** Cases studies.

**REFERENCES -**

1. Business Policy and Strategic Management by Azhar Kazmi
2. Strategic Management by Miller Dess
3. Strategic Management by John A. Pearce and Rechar B. Robinson
4. Business Policy and Strategic Management by P. Subba Rao
5. Business Policy and Strategic Management by Jauch Glueek
6. Strategic Management by Hill & Jones

**G.S. College of Commerce & Economics (Autonomous)**

South Civil Lines, Jabalpur (M.P.)

**Department of Management**

**M. A. (H.R.A.) - IV Semester Syllabus Recommended by Board of Studies**

Session : 2020-21 Onwards

**Paper Code - 405**

	<b>MAX. MARKS</b>	<b>MIN. MARKS</b>
<b>A. PROJECT REPORT</b>	<b>50</b>	<b>20</b>
<b>B. VIVA VOCE</b>	<b>50</b>	<b>20</b>